

Employees

Personnel Figures

Migros makes a passionate commitment to fostering a stimulating and performance-oriented working environment. The Migros Group offers a unique variety of tasks in different roles and professions.

Workforce & Staff Movement

In the reporting year, the Migros Group increased its workforce by a total of **1.1% to 106'622 employees**. The personnel numbers in the strategic business units Cooperative Retailing and Commerce showed a mixed picture. The number of employees working in the online business developed encouragingly.

The workforce **abroad** increased slightly.

106'622

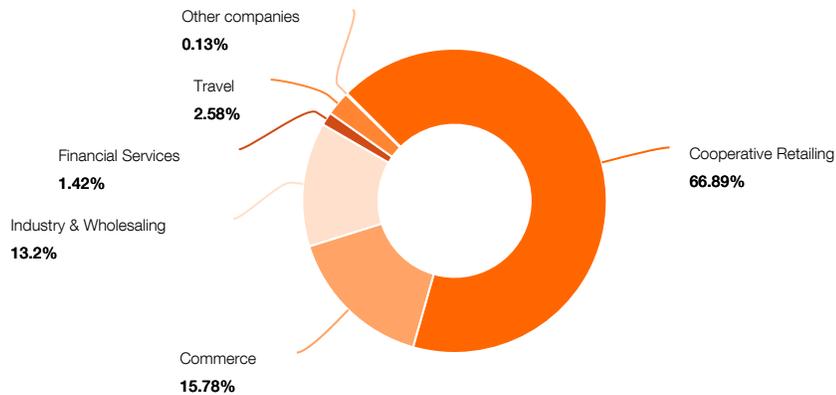
people were employed in the Migros Group in 2018.

The number of full-time positions **rose by 0.3% to 75'542** in the reporting year.

Consolidated employment growth amounted to 13.5% (previous year 14.8%), despite a sometimes unfavourable economic environment.

Workforce by strategic business units

in %



Cooperative Retailing is very important to the Migros Group. It employed about two thirds of all staff in 2018.

The **gross fluctuation rate increased to 13.3%** (previous year 12.4%).

Proportion of women within the Migros Group

61.1%

Proportion of part-time employees

50.1%

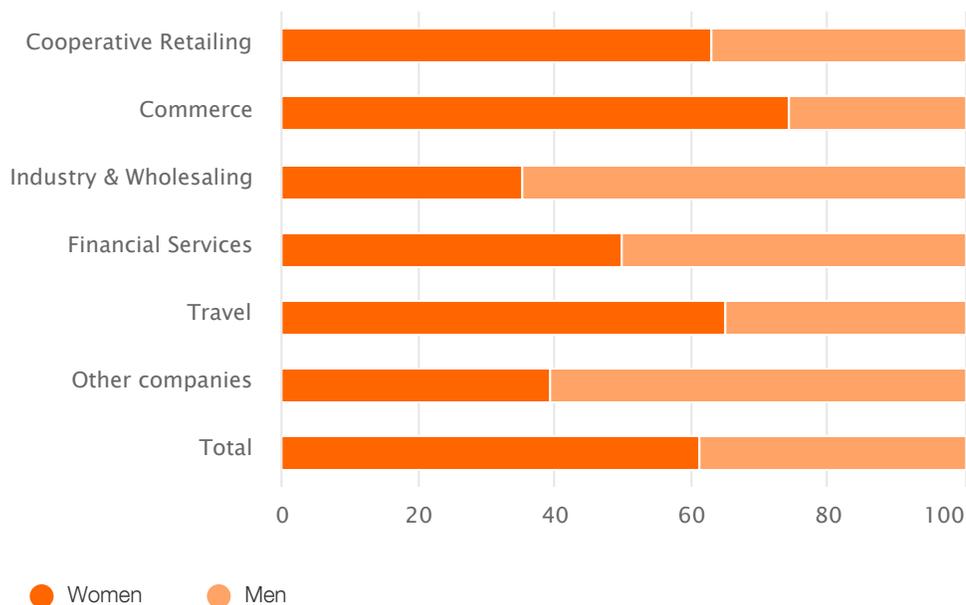
Average age (in years)

39.8

Key figures in detail

Employees by gender

in %



In 2018, the Migros Group employed 65'098 women and 41'524 men. The **proportion of female employees was therefore 61.1%**. In the strategic business units Cooperative Retailing, Commerce and Travel, the proportion of women stood at between 63.1% and 74.3%, with the percentage in the industry at 35.4%.

31.9%

of staff at executive level were women.

The **number of women in managerial posts** increased even further in 2018. The proportion of women at executive level was 31.9% (previous year 30.9%) and at director level 16.3% (previous year 16.7%).

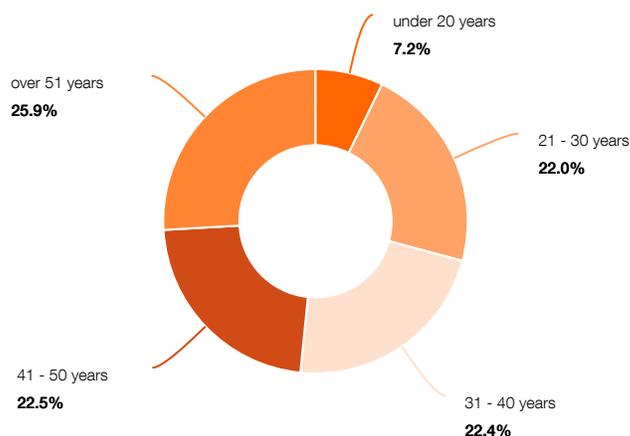
In the Migros Group, **49.9% of employees worked full time and 50.1% part time**. The number of part-time positions rose by 0.5%. This high percentage of part-time workers is typical in retail, but is also due to attractive working models. Changes in living and working habits also contributed towards it.

The **proportion of female full-time employees** in the Migros Group was 41.2% (previous year 41.7%); at 81.1%, the proportion of women working part time was unchanged (previous year 81.1%).

Within the Migros companies, about **66.4% of women worked part time**. This represents an increase of 0.7%. For men, the part-time employment rate rose by 0.2% to 24.4%.

Distribution by age group

in %



Migros has a balanced age structure across all employed age groups, from trainees through to those approaching retirement. The **average age of the workforce** is 39.8 years.

55.1% of men and 54.0% of women have worked at Migros for more than five years, with **men remaining slightly longer (10.6 years)** than women (9.6 years) on average.

In the reporting year, **70.8% of Migros' workforce consisted of Swiss nationals, and 29.2% of foreign nationals**. People from 154 nations were employed within the Migros Group. Migros sees this cultural diversity as an opportunity and consciously promotes it with a tolerant and discrimination-free corporate climate.

Of the 106'622 employees, **15.9% worked abroad**. The proportion was slightly up on the previous year (+0.8%).

Personnel costs & value added

Personnel costs have increased steadily in recent years and amounted to CHF 6'022 million in 2018. The wage bill came in at CHF 4'714 million, representing an increase of 1.5% in comparison with the previous year. In 2018, wages rose by an average of 0.7% in nominal terms (and decreased by 0.2% in real terms). Between 2014 and 2018, wages rose by 3.8% in nominal terms and by 3.9% in real terms on average.

The company's employees play an important part in the contribution that Migros makes to the economic value added in Switzerland. As a result, they also make up a major proportion of the social value added. In 2018, Migros **spent about 80.0% of its net value added on its employees** (share of value added CHF 7'300 million).

As a **modern, trendsetting employer**, the Migros Group offers its employees a wide range of additional benefits.

Employee pension plans

The Migros Pension Fund (MPF) organises the occupational pensions for its members in 44 associated companies of the Migros Group on a final salary basis. In 2018, it looked after some 52'700 active members and 28'600 pensioners, **with above-average pension benefits**.

In the reporting year, the MPF generated a **net return of minus 1.9%** on its capital investments of CHF 23.3 billion. The coverage ratio decreased to 114.2% at the end of 2018. The pension capital was calculated unchanged with a technical interest rate of 2% on the basis of the BVG 2015 base tables, using the generational concept for mortality assumptions. Revised pension plan regulations came into force on 1 January 2019 and will ensure financial security.

Vocational training

With **3'833 trainees, Migros continues to be the leading provider of training**, offering many young and motivated people prospects in more than 50 different occupations.

1'521 trainees **started an apprenticeship**, of which 4% with a federal vocational diploma, 74% with a Swiss federal certificate of proficiency and 22% with a federal vocational certificate.

98% of trainees completed their apprenticeship successfully. **The high success rate** is also an expression of the professional dedication of the people involved in providing the vocational training.

The **average rate of subsequent employment** in the Migros Group stood at 58% in the reporting year.

Personnel development

Migros attaches great importance to the **development of its employees** and helps them to improve their skills continuously. It offers a wide range of career-oriented training, further training and support programmes, in which key qualifications are taught for specific positions and sectors.

CHF 45 million

was invested in the further training of staff in 2018.

In 2018, Migros spent CHF 45 million on the development of its employees. It is not just **professional development** that is important to Migros – the focus is also on **improving personal and leadership skills**. Employees spent 78'211 hours on **digital learning** in the reporting year.

Paid training hours during working time

in h [1]	Total	Per person
Employees	657'229	7.9
Management	109'966	17.7
Total	767'195	8.6

1 Training by means of e-learning not included